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NATIONAL EMPLOYMENT SERVICE

# NES

Geared to Canada's  
Employment Needs

Canada

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## FOREWORD

The perfect employment service has been described as the one to which you would confidently send your children as they set out on their careers.

This is the ideal of the National Employment Service of Canada. Its constitution is the result of research, study and the applied practical experience of many thoughtful men and women from a variety of walks of life. It serves all Canada, employer and employee alike, by carefully fitting together a continuous inventory of job possibilities and a running record of the nation's available work force.

Of particular value to personnel managers and other employment people within business and industry, the free facilities of the NES can save them time and money in their search for qualified workers.

Its purpose is to advance the national interest by helping to guarantee that the country's human resources and natural assets are being used to the best advantage.

Through the interplay of employment information across the entire country, the use of the voluntary advice and support of literally hundreds of management and labour experts, and the availability within itself of skilled employment personnel, the Service attests to each employer and worker in Canada: "This is YOUR employment service."

*This story of the National Employment Service tells something of how it goes about its job of helping to ensure the best and fullest use of the nation's human assets.*

*The purpose of the Service is to understand and fill the work needs of the individual, whether the individual be employer or employee. It is the desire of the NES to serve you wherever possible. Your employment needs will have the closest attention at YOUR employment service, the NES.*

## THE USE OF CANADA'S PRODUCTIVE RESOURCES

*The best use of Canada's manpower in the development of the nation's productive capacity, is a simply-stated version of the purpose of the National Employment Service*

The story of the NES is a dynamic chapter of the history of Canada's industrial and social development. Directly or indirectly it affects the well-being of every Canadian.

Productivity increases when workers are carefully selected and placed in the jobs for which they are best suited. Increased productivity lowers industrial costs and makes its contribution to the economic welfare of the country. Thus, the matter of correct selection, referral and placement of workers becomes a benefit to everyone.

### Best Use of Manpower Vital

It has often been asserted that a country's leading asset is its people. The people are responsible for the development of all other resources — but people must be trained and their training must be utilized.

Here the NES plays its most vital role. Primarily concerned with finding suitable workers for employers and suitable jobs for workers, NES strives at all times to match the skill and capacity of the worker to the requirements of the job — to place the RIGHT man in the RIGHT job.

### Accurate Placement Key to Success

Satisfaction of both worker and employer in any placement leads to longer term employment and a reduction in costly labour turnover. Success in this direction by the NES represents another tremendous saving. It has been estimated that a further 10 per cent reduction in labour turnover would save Canadian industry upwards of \$100 million annually.

To find the right man for the right job in a country as technically advanced and geographically divided as Canada, is a matter requiring thorough and specialized attention.

### Canada-wide Service

The NES in developing this service has established more than 200 local offices to serve every major centre from Newfoundland to British Columbia. Each office is staffed with trained personnel, experienced in



dealing with the diversified labour requirements of employers from all fields of endeavour. At each office, qualified employment officers advise and assist men and women of any age or occupation in their quest of suitable employment.

Specialists in the national and five regional NES offices study the broader sweep of the employment picture and provide a continuous flow of information to guide employment officers in the local offices.

Providing leadership, stimulation and guidance to regional offices or to particular local offices when the occasion demands, the head office is the nerve centre of the Service. It is answerable for the effectiveness of the over-all employment function.

### **Gather and Use Complete Employment Information**

Familiar with all aspects of employment in every type of business or industry, the national and regional office specialists gather labour market information from local offices in all parts of Canada. They accumulate detailed employment statistics and study employment service techniques in other countries. The findings of research and surveys on employment trends, distributed throughout the organization, contribute to the success of local offices in anticipating labour needs and making actual placements.

Equipped with this background of information and experience, NES officers meet the challenge of diversified employment problems generated by a complex society. The staff undergoes continual training to keep it prepared to render its all-important service to the individual, the community and the country.

### **Employment Needs Filled Efficiently**

With these tools and this training NES employment officers can identify every job applicant with the occupation for which he is best suited out of the many thousands of occupations which go to make up the world of work. Similarly, they can ascertain from an employer's description precisely what any job involves and what classification of worker will be most suitable. Reference to filed information then makes it possible for the employment officers to select and refer the best qualified applicants to the employment opportunity.

### **Employment Service Vital to Rapid Expansion**

This brief look at the job the NES is now doing indicates what the service means to Canada today. Actually, a strong demand for a public

employment service, serving both worker and employer, developed in Canada at the end of the first World War.

Parliament passed legislation under which the Federal Government paid subsidies to provinces organizing and maintaining a public employment service. Eight provinces entered agreements with the Federal Government. As a result, a chain of offices, called the Employment Service of Canada, operated across the country from 1920 to 1940. The network eventually included offices in 75 urban centres in all provinces except Prince Edward Island.

In 1940, the Unemployment Insurance Act was passed by Parliament and a new, national employment service, administered by the Unemployment Insurance Commission, was organized in 1941. With the passing of emergency, war-time requirements, in 1946, the National Employment Service took on a new appearance.

### **Best Principles Incorporated in Design**

The Service's functions were broadly defined in a convention adopted at the General Conference of the International Labour Organization in San Francisco in 1948. This convention was ratified by the Canadian Government in 1950.

The convention stated: "The essential duty of the employment service shall be to ensure . . . the best possible organization of the employment market as an integral part of the national program for the maintenance of full employment and the development and use of productive resources."

The continuing operation of the NES consists of a great deal more than merely "matching men with jobs."



## EVERYONE'S EMPLOYMENT SERVICE

*Canada's tomorrow will be the result of the uses  
to which we are able to put the skills of our  
people and our material resources.*

Increasing specialization in Canadian business and industry has made the matter of proper employment placement a complex and challenging science, demanding the attention of specialists.



### Capable Staff Necessary Asset

A vast amount and variety of information must be readily available to those whose duty it is to fill job vacancies with the best qualified people.

NES employment officers have this necessary information. They have up-to-date data on occupational requirements, industrial organization, labour legislation at all levels of government, and on the many other subjects pertaining to the successful discharge of their responsibilities.

But even this wealth of information does not contain all the answers to job placement problems. There are manuals to which employment service personnel can refer for guidance, but the countless and unpredictable situations that can arise when dealing with people are such that manuals at best can only be expected to provide guiding principles. In the final analysis, the degree of success experienced by any employment officer depends on his or her judgment, training and ability.

NES staffs are carefully selected and specially trained to attain maximum proficiency. Courses and regular training studies are provided for all NES personnel in the many phases of employment service duties. Staff is kept abreast of the latest developments in the techniques of employment practice.

### Complete Facilities At No Cost

In cases where employers do not have within their own organizations equally complete facilities, the NES is in a preferred position to be of assistance. An employer who must direct most of his attention to other aspects of his business rarely can find the time to make as careful a selection as he might in other circumstances. It has been established, by literally millions of actual cases, that the help of the NES, using



techniques and information developed for specific purposes, offers an improved probability of a quicker and better employment selection.

A striking advantage the NES offers employers is that it has the machinery to canvass the entire nation to find the right person for any particular employment opportunity. Its officers have access to the greatest pool of skills in the country. Similarly, to job applicants, the NES offers the largest concentration of employers and potential employers available in Canada.

There are sound reasons why NES selections are more likely to meet job requirements than are hirings "at the gate". As well as having the largest pool of workers, the NES has the tools, the techniques and the training to place the right man in the right job.

### Job Descriptions Pinpoint Occupations

Among the tools in daily use by employment officers is the Dictionary of Occupational Titles, which was introduced only after exhaustive study to assess its application to Canadian conditions. It lists the more than 40,000 occupations known to man, and is kept up-to-date through the publication of regular supplements. To the NES a welder is not just a welder and an office manager is not just an office manager. There are dozens of classifications of each in NES files so that the work and the worker are matched with infinite care.



### Job Analysis Aid to Employers

Job analysis is another tool used by NES officers in their efforts to aid employers. There was, for example, the case of a large supermarket chain. The manager of a new store sought to hire a cashier and after describing the job to an officer of the NES it was suggested that he really needed a parcel check girl. A cashier, as described in the Dictionary of Occupational Titles, would probably have been inefficient at that particular job. The store manager was so impressed after one or two additional staffing suggestions that he requested a full staff job analysis. The result is that as the company continues to expand, one of its first steps in establishing a new store is to consult with the NES on staffing requirements.

## Everyone's Employment Service

Some 70 per cent of employers in communities where NES offices are established use NES for all or part of their employment needs and more turn to it every day. The NES strives to increase this penetration because organization of the employment market to a point where most job applicants and most employers are brought together through local, regional and national NES offices would result in a more efficient use of the nation's manpower.

The logo for the National Employment Service (NES) features the letters 'N', 'E', and 'S' stacked vertically. The 'N' and 'S' are dark blue, while the 'E' is red. The letters are stylized with a thin vertical line running through the center of each letter.

## THE PERSONNEL MANAGER AND THE NES

*Personnel managers can save time and money in obtaining the exact kind of help their companies need by making full use of the free services of the NES.*

Personnel managers play key roles in the efficient operation of Canadian business and industry. Management relies heavily on their judgment in many areas pertaining to the smooth, efficient functioning of office or factory and particularly in the hiring of employees.

### NES and Personnel Managers Have Same Objectives

The NES employment officer's objective parallels that of the personnel manager in employment matters and as a result each can assist the other. The NES is well equipped to find and supply fully qualified workers. The personnel manager in referring his requirements to the NES finds that much of the effort he would otherwise have to devote to locating suitable staff has already been made. The time saved can be applied to other phases of his work.

The personnel manager must deal with each occupation in his particular business. In larger centres, he can obtain the assistance of employment officers who specialize in particular kinds of work and specific occupations. Unlike the personnel manager, who must concern himself with all aspects of the personnel subject, the employment officer may concentrate on the job of getting the right people to fill available openings.

### Getting the Right Person

Employment officers are experts at sizing up applicants' work capacities, interests and attitudes. During the screening process, they can arrive at accurate assessments of the likelihood of an applicant's success in any particular job.

A moderate, but recurring, problem is the case of an applicant who represents himself as a tradesman when he is not. The NES employment officers have at hand sets of oral trade questions, compiled with the help of both employers and trade unions. The questions concerning any particular trade or occupation are designed to indicate whether or not the applicant has the qualifications he claims.

There is a further element of protection in having the NES assist with hirings in this age of specialists. Through the use of current job descriptions of the most precise nature, there is little chance of NES applicants being referred to jobs for which they are unqualified or in which important skills or abilities are not likely to be used.



## **Saving Time**

A common benefit from using the NES is the time it can save the personnel manager. Instead of spending money to attract applicants and then investing the time to interview each in turn to see if he has turned up the type of employee he wants, the personnel manager need only inform the NES of his requirements.

Immediately, NES office files provide a match between job requirements and qualified applicants. Employment officers then take care of any necessary interviewing before applicants are referred to the personnel manager. The employer's anonymity is always maintained until actual referral is made.

Advertising a single job might turn up 40 applicants. The personnel manager of the firm would then have to screen the 40 to find the one. With job description and needs clarified it is likely that qualified applicants are already registered with the NES and would be available without delay. As well as saving the employer's time by referring only those best qualified to do the necessary work, workers are saved the discouraging experience of trying to secure jobs for which they are not wholly suitable, with the result that they are inevitably turned down by the employer.

## **A Nation-wide Market**

Either individuals or groups of workers can be sought in other localities, across the country if necessary, when those with the required qualifications are not available locally. Through NES clearance procedures, the employment needs of projects of any size can be filled effectively. Employers are saved time and money and work seekers are saved the frustration of travelling long distances only to find anticipated job vacancies already filled.



## THE EXECUTIVE AND PROFESSIONAL DIVISION

*The E & P Division can offer the executive or professional man a clear, broad picture of both jobs and applicants in areas of his choice.*

Services offered by the Executive and Professional Division of the NES continue to gain favour with an increasing number of Canadian employers. The trend to date has been particularly evident among large employers where management is fully aware of the advantages of using NES facilities and experience in the selection of executive and managerial personnel.

### A Pool of Talent

The Division is designed to serve specifically as an employment agency where employers wishing to fill vacancies of an executive or professional nature can contact applicants with appropriate qualifications. In some cases, applicants are already employed but are seeking to change or improve their positions.

For employers needing personnel in these classifications the NES does the initial selection or screening of applicants, ensuring them that applicants referred by the NES will be qualified to handle the responsibilities of the position involved.

### Essential Information Provided

Through information gathered in interviews by specially trained NES staff a prospective employer can learn of an applicant's career experience, education, training, memberships in professional societies, language facility, salary range required and willingness to travel.

The NES obtains the applicant's employment record, showing for each position the dates of employment and separation, names and addresses of employers, kinds of products and business he or she is familiar with, number and category of employees supervised, title of position, duties and responsibilities including any special contributions made to the business or profession, starting and final salary, and the reasons for leaving or wishing to change positions.

Much of this information is essential before an applicant can be hired but it is time-consuming and costly for an employer to go through dozens of applicants and interviews in narrowing his search.

## Wide Search Possible

If no suitable applicants for the position are registered at a particular NES office where the request appears, then other NES offices across the country can be notified and the search is expanded.

By using the service of the Executive and Professional Division, employers not only avail themselves of the assistance of well-trained officers, dealing only with particular occupations, but they have the whole country from which to attract the man they want.

Should the employer wish, the NES will arrange interviews with applicants or will arrange an itinerary for employers who wish to travel afield to hire the person they want. The NES will provide office space for employers and arrange appointments in advance.

Until the time of the interview, the employer is able to retain his anonymity and need only meet with applicants already screened for his purposes.



## University Graduates

Working closely with universities, the NES keeps up-to-date information available on the employment market for university graduates and information on the availability of graduates to fill executive and professional positions. Work at the universities ranges from full time service as the official placement agency of the university to itinerant or part-time service, depending on local circumstances.

In addition to finding continuing jobs for graduating students, NES helps to find part-time work for students during the term and summer jobs for undergraduates.

Regular consultations with executives of professional societies and associations, attendance at official gatherings, and the study of related literature provide NES officers with up-to-the-minute information on over-all employment conditions amongst engineering and other professional groups.

Employers are often unable to examine comprehensive groups of potential applicants for a particular vacancy because of the time and trouble involved. Similarly, executive personnel seeking employment seldom have time or the facilities to make contact with all potential employers. The NES, through its extensive referral and placement program and trained field staff, is better able to fulfil the needs of both groups.



## NES CLEARANCE PROCEDURES

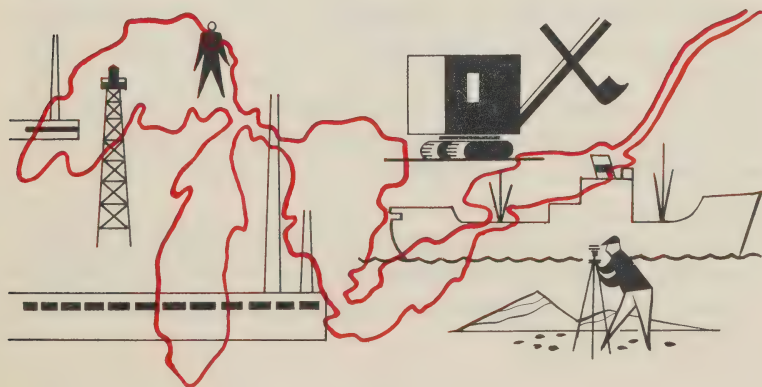
*Clearance procedures of the NES incorporate a system of rapid communication . . . from the local office where the demand originates, throughout the regional establishment and finally across the entire country.*

The mass movement of workers to any particular area to fill employment requirements on a large scale construction project is a complex undertaking. In the past, chaotic employment situations and drastic wastage of manpower have frequently occurred. Handled through the NES however, routine clearance procedures are adopted to the benefit of both workers and employers, both in efficiency and economy. In a ten-year period, over 400,000 workers have been placed in employment through the clearance procedures of the NES.

### The Right Number and Kind of Employee

The Service handled most of the hiring for the Ontario Hydro on the gigantic St. Lawrence Seaway project. Some 22,000 workers were recruited, many from points far removed from the scene of operations. Because of special recruiting arrangements devised by the NES the whole operation went smoothly. Everyone recruited by the NES was referred to a specific job. The employers, meanwhile, were relieved of the burdensome task of recruiting 22,000 workers involving a great many specialized occupations.

Another example of the NES clearance system in operation was with the recruiting of 11,000 workers for contractors constructing United States' armed forces bases in Newfoundland and Labrador. At the same time, 2,200 civilian workers were recruited for special occupations on these bases.



The great aluminium smelter project at Kitimat and the dam and power plant at Kemano — engineering projects which attracted world-wide attention — were manned almost entirely through the facilities of the NES.

On large projects such as these the NES usually establishes a special office where employers' requirements as to numbers and occupations of workers needed are fully and clearly defined. From then on, clearance procedures are orderly and efficient.

### **Meeting the Needs of the Harvest**

An important segment of Canada's working force — the agricultural workers — use NES facilities every year. Many in this group are fruit pickers, sugar beet and tobacco workers, and grain harvest employees.

Farmers desiring such workers register requirements in advance with their local NES office along with information on the dates the workers will be needed. Through the clearance system the required number of workers can be informed of the openings well before the contract date and terms of employment can be settled.

The clearance procedure saves farmers from the anxiety of wondering if sufficient workers will be available at the right time to harvest their crops. Workers can arrange continuing employment throughout the harvest period as they transfer from crop to crop.

### **Enough and No More**

The NES refers to the information it has on file at employment offices in the area and then at regional and national levels. The desired workers are referred to the job. Close communication is maintained between all offices concerned. As workers are hired, the information is cleared through special channels so that too many men of any one occupation will not be recruited. There is thus no disorderly influx of workers to the project site and the men recruited through the NES know jobs are available for them. Employers are saved the considerable inconvenience of having to deal with large numbers of unqualified or unneeded workers.

Where the situation requires such arrangements, the NES has the facilities to provide prepaid transportation of workers to jobs on a refundable basis on behalf of the employer.

### **Finding the Right Person**

Often a particular trade or skill, while in short supply in one locality, is available elsewhere. The clearance procedure of the NES can quickly ascertain the facts concerning the availability of all kinds of workers anywhere in the country.

## PART TIME HELP

*Part time employment will no doubt always be of vital interest to people whose personal responsibilities limit the hours they are able to work.*

Finding part time employment for persons who are unable to devote a full work day or work week to their jobs, through personal responsibilities or physical limitations, is a special phase of NES activities.

Although many employers and job applicants are unaware of NES concern with this type of placement, the service recognizes a tendency in our society to require more part time help. An increasing number of employers are finding themselves in a position where they need additional assistance but the amount of work involved does not warrant hiring a full time employee. Other employers seeking specialized help find there is a shortage of trained and experienced employees available in a particular occupation and can only obtain part time employees.



### Married Women Large Part of Work Force

The occupationally handicapped, older workers and married women comprise the majority of part time job applicants with the largest number in the last category. For the first time in Canada's history, in September, 1958, there were more married than single women in the work force. While many of these are employed on a full time basis there is a large number who can spend only a few hours a day away from home duties.

By attracting these people back into employment, even on a part time basis, the NES is tapping a source of qualified workers which might otherwise go to waste. Many of these women were in highly skilled occupations before getting married and have the qualifications to do a first rate job.

The NES, with its effective selection and referral techniques, is able to fit them back into the working force where their abilities will make the greatest contribution.



# FROM COAST

Some 70 per cent of Canada's urban employment is found in manufacturing.

Listed below are just a few of the important manufacturing industries in Canada, or almost exclusively, through NES in finding employment.

Sydney Engineering and Drydock, Ltd. — Sydney, N.S.

Maritime Central Airways — Moncton, N.B.

Marven's Ltd. — Moncton, N.B.

New Brunswick International Paper Co. — Causapscal, P.Q.

Kimberly-Clark, Canada, Ltd. — St. Hyacinthe, P.Q.

Canadian Schenley, Ltd. — Valleyfield, P.Q.

Fashion Craft Mfg., Ltd. — Victoriaville, P.Q.

General Steel Wares, Ltd. — Montreal, P.Q.

Walter M. Lowney — Montreal, P.Q.

Goodyear Tire and Rubber — Quebec City, P.Q.

General Motors of Canada, Ltd. — Oshawa, Ont.

Duplate, Canada, Ltd. — Oshawa, Ont.

Fittings, Ltd. — Oshawa, Ont.

M. Loeb Ltd. — Ottawa, Ont.

Frigidaire Products of Canada, Ltd. — Toronto, Ont.

Philips Electronic Industries, Ltd. — Toronto, Ont.

Massey-Ferguson, Ltd. — Toronto, Ont.

Canadian Acme Screw and Gear, Ltd. — Toronto, Ont.

General Steel Wares, Ltd. — London, Ont.



# T T O C O A S T

**yers use the National Employment Service**

**tant companies which work exclusively,  
the answers to their employment problems**

**Kelvinator of Canada, Ltd. — London, Ont.**

**McCormick's, Limited — London, Ont.**

**International Harvester Co. of Canada, Ltd. — Hamilton, Ont.**

**National Steel Car Corp., Limited — Hamilton, Ont.**

**Bridge and Tank Co. of Canada, Ltd. — Hamilton, Ont.**

**Chrysler Corporation of Canada Ltd. — Windsor, Ont.**

**Ford Motor Co. of Canada, Ltd. — Windsor, Ont.**

**City of Fort William — Fort William, Ont.**

**Chapple's, Limited — Fort William, Ont.**

**The Day Company of Canada, Ltd. — Fort William, Ont.**

**Coca-Cola, Limited — Winnipeg, Man.**

**Manitoba Bridge and Engineering Works, Ltd. — Winnipeg, Man.**

**City of Edmonton — Edmonton, Alta.**

**Burns and Co., Limited — Calgary, Alta.**

**Quaker Oats Company of Canada — Saskatoon, Sask.**

**Hudson Bay Co. — Saskatoon, Sask.**

**The Yukon Consolidated Gold Corporation — Dawson, Y.T.**

**The Western Copper Mills — New Westminster, B.C.**

**Powell River Lumber Company — Powell River, B.C.**

**Personnel Selection for the Nation"**

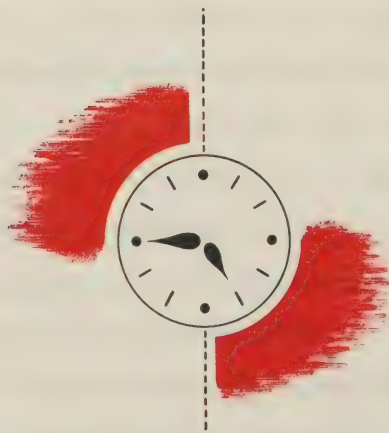
## All Applicants Considered Carefully

Employers frequently place less importance on the hiring of part time help than when employing someone on a full time basis. Proper placement is still important to the economical operation of their business, however, and the NES recognizes this fact. The same emphasis is placed on selection and referral of part time workers as it is with applicants for full time employment.

Interviewing follows the customary lines to gather pertinent information. It reveals the applicant's special skills, training and qualifications for any job, and where and when he or she would prefer to work. Many married women can only accept employment tailored to fit their home responsibilities so officers make sure that both employer and employee know the other's position.

Applicants for casual employment, that is for a normal work day or work week but for a short period, get the same detailed screening by NES employment officers. These workers are usually seeking employment only for short periods, often for the purpose of earning a specific sum of money for some personal reason.

The need for extra staff during the Christmas rush by retail stores and the Post Office and short term staffing requirements of major Exhibitions and Fairs are but a few examples of situations where employers need casual help. They have found that the NES with its large pool of documented work applicants is their best source for the personnel they require.





## THE HANDICAPPED AND THE OLDER WORKER

*Canada's work force includes many who are limited in the kinds of work they can do but who nevertheless are able to perform selected tasks with great skill.*

It is easy to be sympathetic towards those who through accident or illness are no longer able to bring to bear on a task complete physical abilities. But sympathy takes on a distinct value when it can be translated into continuing and useful employment, within the capacity of the individual. Employment within capabilities and suited to skills is important and valuable to employer and employee alike. This is as true in the case of handicapped persons as it is with normal, healthy workers.

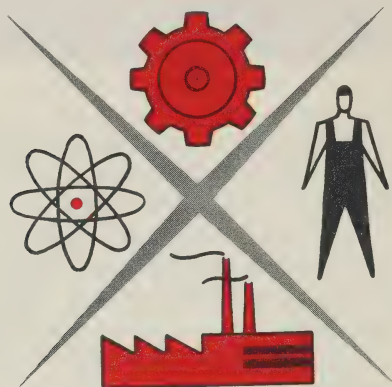
Guided by scientific study of the subject, the careful review of case histories, and the examination of results of research performed by professional rehabilitation groups, NES officers concentrate on placing in satisfactory jobs qualified workers who happen to be handicapped — not because they are handicapped but because they are qualified. Broad experience with the problem has shown this to be the only way in which a continuing and useful relationship between employer and employee can be developed and maintained.

Specialist officers, qualified through training and experience, work with medical and industrial experts as well as with the handicapped themselves and an increasingly satisfactory record is being established. All forms of vocational training are studied by special services officers so that when circumstances call for it they can suggest suitable training plans which will lead to the best possible employment opportunities. The ideal sought for those who through disability are unable to continue in former occupations, is employment in related fields where existing knowledge and experience is of maximum value and the duties within physical capabilities.

NES field staffs make a continuing practice of reviewing placements at intervals, both on behalf of the employer and the employee. This is done to be sure, as far as is humanly possible, that the policy of the "right person in the right job" is being pursued successfully.

In all cases, the practical testing facilities of the service are available to the applicant. These are recognized tests measuring general intelligence, aptitudes and interests. Also available are manipulative dexterity, stenographic achievement, and mechanical ability tests.

The handicapped worker almost invariably lacks assurance. For this reason it is a common practice of Service staff to accompany such workers on job appointments, to provide moral support and tell the applicant's story should it become necessary.



### The Older Worker

Some years ago the NES initiated studies of the problem of the older worker seeking employment. The work of the Service in this subject has won international interest and acclaim.

Often in business and industry the results of research and surveys find their surest and quickest application at the upper levels of the business scale. This is true in the problem of the older worker. Unaware of the benefits the older worker has to offer, or unwilling to put research findings to practical use, smaller businesses often discriminate against older workers because of unfounded notions about their abilities and the costs of hiring them.

Typical of the findings of top level executives, however, is the recent statement made by a director of a leading research organization which specializes in electronics, guided missiles and nuclear energy equipment. He stressed the fact that his organization needed all the older, skilled men it could find, and that to train men quickly enough for their purposes required them to have the broad and varied backgrounds which only experience could produce.

NES experience has shown the older worker to have many desirable characteristics including capability, reliability, maturity, judgment and experience. This is supported by the findings of employers who have followed the realistic policy of seeking only qualities and capabilities and who have avoided discrimination because of age.

Finding employment successfully for an older applicant depends very largely on the way in which the applicant's skill and experience is matched with available or appropriate occupations. Interviewing the applicant is the first and most significant step. Skilled, experienced officers only are assigned to this job. Reports of interviewers invariably show that when older applicants are treated sympathetically confidence in their ability to secure necessary work is renewed — a most important first step. Applicants who need and are seriously looking for work are eager for counselling and guidance which will help them once more join the work force. Counsellors explore the applicant's abilities with care to discover all possible job qualifications so that the best placement can be made.

Many employers have benefitted by accepting NES advice to try older workers in jobs for which they had originally intended hiring younger people. In many of these cases, ultimate job requirements demanded those qualities possessed only by older, steadier and more experienced workers.

Officers of the NES are acutely conscious of the need for the business and industrial community of Canada to be persuaded to take full advantage of the skills and potential of the older worker so that none of this rich human resource is lost to the nation.\*

*\*A booklet "How Old Is Old?" provides an up-to-date study of the older worker problem. Copies may be obtained, free of charge, from: Director of Public Relations, Unemployment Insurance Commission, Ottawa.*





## INTERNATIONAL ACTIVITIES OF THE NES

*Co-operation between Canada and other countries  
on employment subjects develops understanding  
and mutual benefits.*

There have been many occasions in Canada's history when the total available supply of workers, particularly of skilled or professional standing, has been unable to fill urgent demands. As a result of experience with such emergencies, the NES has developed international services through which it can recruit needed workers in other countries when Canadian sources are exhausted.

### **United Kingdom Office**

Of particular importance in NES efforts to recruit highly skilled and professional workers for Canadian employers is its permanent office located in London, England. The trained employment officers stationed there are completely familiar with Canadian requirements and have also developed valuable contacts throughout the United Kingdom labour market. Thus, Canadian employers seeking workers in hard-to-get categories are assured, through NES, of competent exploration of the United Kingdom labour market with a minimum of effort and expense to themselves. One outstanding example of the assistance rendered in this way occurs in the nursing profession.

### **Co-operation the Road to Achievement**

Despite the fact that some 25 per cent of female high school graduates enter nursing, graduate nurses have been in short supply for years, mainly because of the rapid expansion the profession has experienced. The high incidence of marriage a year or two after graduation, transfers into more lucrative industrial appointments, and transfers to other countries, particularly the United States, appear to be the other main reasons.

In order to meet their nursing staff requirements Canadian hospitals, a few years ago, began advertising extensively in Great Britain for both male and female nurses. The results of this advertising were serious. The drain on British hospitals became so heavy that it was having an unsettling effect on the nursing profession in that country.

Still Canadian hospital needs were unfilled. The nurses from Britain and hospital authorities in Canada learned that many British nurses, through differences in training systems, while qualified in Great Britain, were unable to meet Registered Nurse standards in Canada.



The situation became so serious that British authorities approached Canadian representatives in London and asked for their help in regulating the demand for nurses.

The request was passed on to the NES and in a short time order was restored. The NES approached hospital authorities in all Canadian provinces proposing that the NES act on their behalf. Hospitals recognized the advantages and began placing their requirements with the NES.

Canadian hospitals no longer find that too many nurses are attracted to one area and too few to another, as was often the case when they advertised independently. Misunderstandings as to training requirements have virtually vanished.

Methods appropriate to other professions and occupations are used where Canada does not produce sufficient numbers of skilled persons to meet the country's growing demands.

### Assisting Others

At the same time, specialized Canadian skills are much in demand in other ambitious but less advanced countries. On projects such as those which develop under the Colombo Plan, where the Government of Canada through international agreement is committed to help improve the welfare of other peoples, NES assists in the recruitment of engineers, scientists and other specialists willing and available to accept assignments in foreign countries.



## JOB GUIDANCE FOR YOUNG PEOPLE

*Starting off in an occupation suited to present and potential skills and interests is a leading means of winning ultimate satisfaction and a full, useful life.*

Canada's future, as that of any other country, depends on a great many things, of which the development of today's youth in areas of ability and judgment is obviously one of the most important.

### Serving Canada Through Her Youth

The National Employment Service seeks to serve the nation and its youth by close and careful study of employment characteristics, the practical interpretation of employment trends, and technological developments.

The work of the Service is designed and controlled to produce maximum utilization of all segments of the labour force. Through employers, all significant information on occupations is obtained and analysed, so that job possibilities and requirements are well known.

In the larger NES offices, special youth sections are in operation. In smaller centers, special training in this employment subject is required of employment officers.

The Service keeps its terms of reference clear and practical. It seeks first of all to persuade young people to acquire at least minimum academic or vocational training and presents the employment facts upon which this policy is based. The more difficult aspects of assisting young people to enter the working world are assigned to special services officers. Their work consists largely of assessing what the applicants have to offer by way of training, aptitude, interest, and capacity, and the balanced relationship these qualities have to the wide variety of occupations available to young people today. In the case of high school students, pre-employment records are investigated as fully as possible through high school authorities.

Standard tests to establish the general level of intelligence, aptitudes and interests are available in major population centers. The planned extension of these facilities to additional NES offices is being carried out.

When special services officers arrive at a vocational plan after counseling and testing, applicants can usually be referred to one of the general placement sections. On occasion, these special officers do, however, take applicants right through to ultimate employment. This is so especially when the applicant through diffidence, shyness or uncertainty is not felt capable of presenting an accurate picture of personal abilities to the prospective employer.



Considerable emphasis is placed on the importance of local youth guidance councils. These are ordinarily sub-committees of the local employment advisory committee, many of which have been established in communities across Canada. The purpose of these committees is to accumulate and use the judgment and influence of leading citizens on behalf of the youth of a community and make available the best possible advice and assistance to young people about to enter the world of work.

Success in placing young people is directly related to the mutual co-operation between the NES, schools, universities, employers, trade unions, professional associations and others. Throughout, there is a determination to see that youth understands the facts of the working world and to encourage decisions based on these facts. All possible help is given to translate such decisions into employment that promises the best chance of success and ultimate satisfaction.

This broad purpose has two simultaneous modes of achievement. These are, to keep the most up-to-date information on the employment picture available for reference at any time, and to encourage the fullest possible channelling of job applicants through the free facilities of the National Employment Service.



## STEPPING STONES TO BETTER JOBS

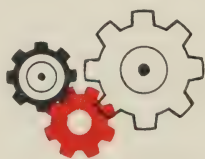
*To aid the betterment of individuals by encouraging the upgrading of personal skills and abilities is an important aim of the NES.*

A great many people when they join the work force of the country have little but the immediate financial return in view. As the years go by, they become increasingly aware of limitations they suffer as the result of lack of training, or undeveloped skills.

Larger employers, needing a great variety of abilities and constantly meeting changing process demands, invariably conduct internal training programs. The limitations suffered by employees in these circumstances are largely governed by the level of personal ambition and intelligence. But in the past, workers employed where such training schemes did not exist had to rely entirely upon their own initiative to learn skills or acquire training needed to advance into better jobs. Employers who had no facilities to conduct training programs often found themselves unable to fill higher vacancies in their organizations from existing staff.

The NES has developed facilities to aid both employer and employee by helping to upgrade work abilities. Trained employment specialists of the NES can test applicants to determine their interests and aptitudes and so recommend courses of training, where applicable, which benefit both the worker and his employer. Under certain circumstances, the applicant may draw unemployment insurance benefits and thus be able to devote full time to an approved course of training.

The forecast that "the twentieth century belongs to Canada", will be confirmed only as a result of the combined use, to the best advantage, of our total assets, both physical and human.



## HOW MUCH EDUCATION DO YOU NEED?

*Canada's increasingly technical economy is demanding a higher general level of training and education.*

The major problems facing the Canadian business community include the balancing out of the kind of work that needs to be done with the type of person needed to do it.

### "Times Have Changed"

Far removed from the economic status once applied to Canadians by a visitor, who referred to the workers of the time as "hewers of wood and drawers of water", our people today are everywhere faced not only with the opportunities of applied technology, but also the demands for improved education and training standards.

Farming, for instance, becomes increasingly mechanized and depends more and more on the skilful application of current discoveries of agricultural scientists and researchers. Crops and livestock are grown for sale into highly competitive markets. Management, economic, scientific and other skills are all called into play.

In today's forests, the knowledge of how to repair or service a motorized chain saw is likely to prove a more useful skill than the ability to develop a razor edge on an axe !

Our manufacturing community becomes more and more technically advanced, and the need for better trained employees to engage in specialized and lucrative occupations grows from day to day.

Mining and the reduction of metals undergoes constant improvement, both in methods and equipment. Each forward step offers the men who can comprehend and perform the needed operations an opportunity to advance in their status.



### New Skills Needed

Throughout the nation, increasing demands are made on the existing work force to learn and practice new skills, and workers everywhere must face the unavoidable fact that ability to absorb training finds its roots in the educational levels of the individual.



Working closely with educational authorities, employers, employees and the unemployed, the National Employment Service has studied the problem in careful detail. These studies demonstrate that about 50 per cent of the work force consists of employees who have no better than Grade 8 education. At the same time, it is found that some 63 per cent of men, unemployed and looking for work, come into this category. It is the case that those with the least education have the most difficulty in finding steady employment and, generally, must look for work in industries and occupations where production and employment are most frequently interrupted.

There will undoubtedly always be legitimate educational "drop-outs" who are forced by circumstances outside their control to leave school and begin earning a living at an early age. However, in the vast majority of cases it is found that the leading reason for stopping school is the lure of having money to spend, closely followed by boredom.

### Education for the Future

It is obviously urgent for all those who have Canada's future in mind to play their part in finding the solution to two main problems: (1) keeping all employable persons usefully at work; and (2) finding within our borders the skills and abilities needed to pace the rapid development of the country.

It is equally important for all employers who look to an increasing level of education and training in their employees to take every means in their power to persuade the young people of the country to continue their education to reasonable levels. Reaching parents, including those in their own employ, with factual messages of the need for educated youth, employers can generate a potent means of upgrading educational levels — the logical and persuasive efforts of parents to see that their children acquire education or training equal to the present and future demands on the country's work force. Through service clubs and in other community activities, many alert employers are making the time and putting forth the effort to encourage the development of higher educational standards among young people.\*

Efforts of the National Employment Service are aimed at persuading the youth of the country to examine the facts more carefully so that they may make thoughtful decisions on their futures, rather than obey

*\*A booklet "Are You Thinking of Leaving School?" deals with this problem. It is available, free of charge, from: Director of Public Relations, Unemployment Insurance Commission, Ottawa.*

the sudden urge of uninformed feelings. In doing this, the NES makes available to business, industrial, educational, social and other groups, the facts concerning the influence of education on employment. Through the schools, the Service continues to provide employment facts and personnel guidance information with which teachers may demonstrate clearly to groups and individuals the very real and continuing value of education and training and the obvious advantages of grasping the opportunities at hand.

In one urban community, where both a demand for well qualified workers and a substantial surplus of unskilled job applicants existed, a program was developed by the Local Office with the co-operation of three community service organizations to encourage young people to acquire adequate education. In a matter of a few months, this resulted in the return of many "drop-outs" to school for further training.

Investigation makes it clear that each change brought about by technology in industry results first in a change in the nature of the work required and, therefore, the need for changes in the skills and understanding of the workers involved.

These changes do not take place suddenly. Only rarely is there any substantial upset in the existing work force. Training of available employees in the new processes is carried out wherever possible. It is, of course, one thing to extend the training of an experienced employee and quite another to take an inexperienced person, with equivalent formal education, and train him in the new method. The only hope for a job applicant to be accepted as an employee in a specialized occupation is to have available a sufficiently high standard of education to be able to absorb quickly the needed training.

### **Minimum Standards Demanded**

Continuing studies of employer attitudes reveal that there is a rapidly increasing number who simply will not take a chance on hiring anyone who has been unable or unwilling to complete a high, technical or commercial school course.



## ADVISORY COMMITTEES

*The work of advisory committees and the resultant interplay of information between the public, employees, employers and officers of the NES, is an effective guarantee of the expanding usefulness of the Service.*

The Canadian employment picture is varied, complex and continually changing. To ensure that no source of advice or information is overlooked in the pursuit of an efficient, practical employment service, working with up-to-the-minute facts and on a national basis, the authors of the Unemployment Insurance Act required the establishment of advisory employment committees. These include a National Committee, regional committees in each of the five administrative regions into which the country is divided and, where advisable, local committees.

### Employees and Employers Represented

All committees are similarly composed in that they have a balanced membership of employer and employee representatives with an impartial chairman, independent of both. Membership is voluntary and appointments are made by the Unemployment Insurance Commission of nominees of the various organizations concerned. Women's groups, the Royal Canadian Legion, agricultural bodies and others may provide representative members, but rarely in numbers sufficient to offset the fundamental, balanced employee-employer nature of the committee.

Provision is also made for setting up other committees for particular purposes, such as the vigorous attack made on winter unemployment by "ad hoc" committees from one end of the country to the other.

The National Employment Committee comprises representatives of the Canadian Manufacturers' Association, the Canadian Chamber of Commerce, the Canadian Labour Congress, the Canadian and Catholic Federation of Labour, the National Council of Women, the Royal Canadian Legion, the Canadian Federation of Agriculture, the Canadian Retail Federation, the Canadian Welfare Council and the Canadian Construction Association. The secretary is an officer of the National Employment Service.

### Committees Active at All Levels

The National Employment Committee has the duty of advising the Unemployment Insurance Commission on subjects related to the Employment Service. It considers the resolutions of the five regional



committees and those of local committees which have been passed on. The National Committee studies particular employment subjects referred to it by the Commission. In some matters of national significance, the National Committee requests the appraisal and advice of regional and local committees.

Regional committees advise the directors of each of the five regions into which the country is divided (Atlantic, Quebec, Ontario, Prairie and Pacific) on problems of particular interest to that region. Another major responsibility is the careful review and consideration of resolutions passed on to them by local committees.

The local committee is devised to aid the NES local office manager and the community. It presents the considered views of the organizations represented by members. At this level, one of the most important links between the National Employment Service and the public is fashioned. The interplay in committee activities of Employment Service, employer and employee problems and the combined efforts to reach solutions has been one of the most effective means of developing a broader appreciation of the vital service performed for the nation by the NES.

### **Effective Link with Public**

Local success is the result of close co-operation and the explicit mutual understanding of the problems and requirements of the several groups involved. Key individuals of the community or specialists in particular subjects may be invited at any time to present their views to the local committee or join in planned employment activities. Local committees have proven energetic and able in attacking employment problems of national scope but which depend largely upon local solutions, including winter unemployment, educational standards, the handicapped and the older worker. Local campaigns and promotions develop from committee activities and bring to bear on employment problems the leading influences of the community—the press, radio, TV, boards of trade, service clubs, labour and management groups, educational authorities and others. Increased local employment, with direct benefit to the community, has been the inevitable result of sincere and thoughtful efforts on the part of many local employment committees.



Through the understanding developed in committee activities at all levels, between employment service personnel, employer and employee groups, social and service organizations and other public-spirited individuals and associations, the essential character of the NES and the vital role it plays in the development of the nation, gains broader and broader recognition and support. With the growth of the National Employment Service and the increasing appreciation it continues to earn from employer and employee alike, there is a consistent increase in the effectiveness of its contribution to the people of Canada.





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